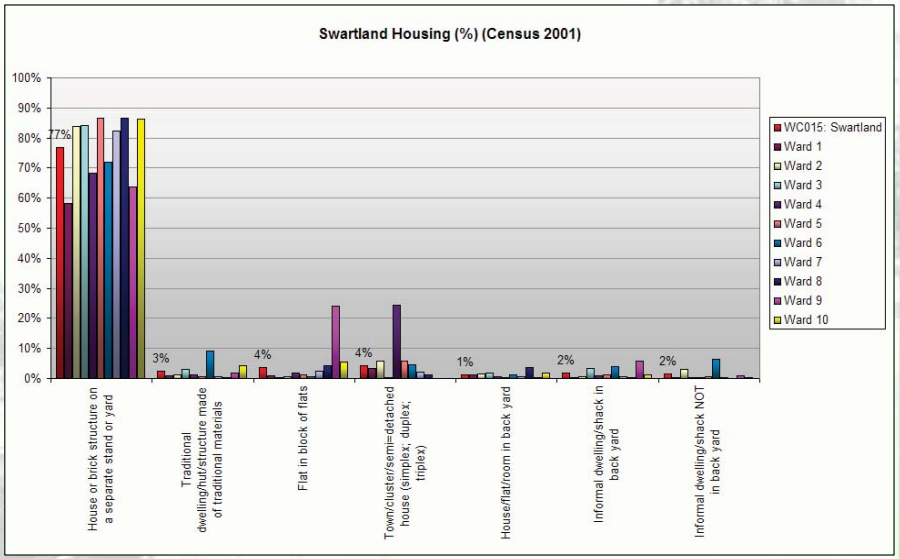
Sector	% of GRP	% of Employment	Rank GRP	Rank Employment
Agriculture	*25*	*30*	**1**	**1**
Mining	*1*	*0.9*	9	8
Manufacturing	*17.7*	*14*	**3**	**4**
Electricity & Water	*2*	*0.6*	8	9
Construction	*4*	*6*	7	5
Trade	*13*	*19.7*	**4**	**2**
Transport	*7.6*	*5*	6	7
Finance	*7.7*	*5.8*	5	6
Government	*22*	*18*	**2**	**3**
Total	*100*	*100*		

Although there is a degree of diversity, the economy is largely driven by the agricultural sector. Agriculture is both the main employer, and makes the greatest contribution to GRP. Agriculture within the Swartland is diverse. It consists farming grapes, olives, dairy, canola, legumes, sheep and beef. This diversity belies the stability and sustainability of the agricultural sector in this area. The Swartland is known as ***the breadbasket*** of the Western Cape because it is one of the main wheat producing areas within the winter rainfall region. With wheat as the main agricultural crop it adds a degree of volatility to the agricultural sector. This volatility stems from wheat being a high-risk crop, especially within the context of drought and falling wheat prices.

HOUSING

During 2001, Swartland Municipality had approximately 77% of all residents living in formal brick structures. Due to the growth in the municipal area, the housing waiting lists have increased to almost 7 200 units.

A variety of low cost housing projects have been planned for the coming 5 years, totaling 1300 household units.



	Current Households on service (water)	Low cost housing	Waiting Lists
Mby	2379	0	0
West Bank	3061	0	2010
Ilinge Lethu	992	0	881
MB TOTAL	**6432**	**0**	**2891**
Abbotsdale	599	300	510
Riverlands	315	0	158
Kalbaskraal	290	0	290
Chatsworth	219	300	340
Darling	1868	400	1030
Yzerfontein	1018	0	7
Moorreesburg	2679	0	580
PPC	79	0	~
Riebeek West	630	300	705
Riebeek Kasteel	723	0	535
Koringberg	287	0	169
TOTAL	**15,139**	**1,300**	**7215**

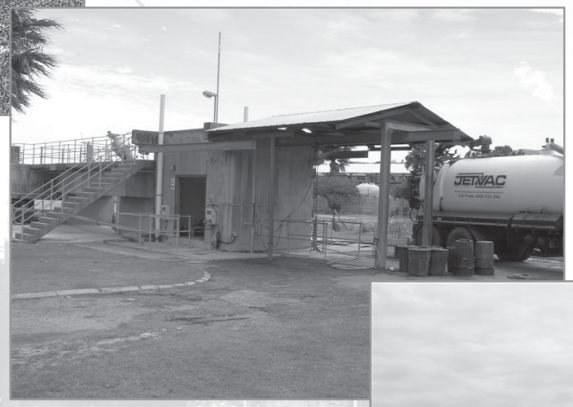
1.5 Equitable Share and Indigent Policy

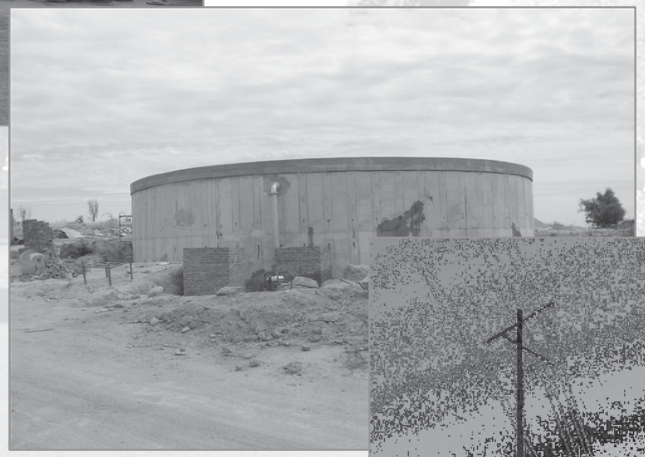
Swartland Municipality has an indigent policy in terms of which free basic services are rendered to households of which the total gross income of all members of the household normally residing on the premises, inclusive of the income of any other person who lives with the household on the premises, is equal to or less than twice the age grant paid by the State to qualifying beneficiaries as from time to time determined by the Minister of Welfare, plus 10%.

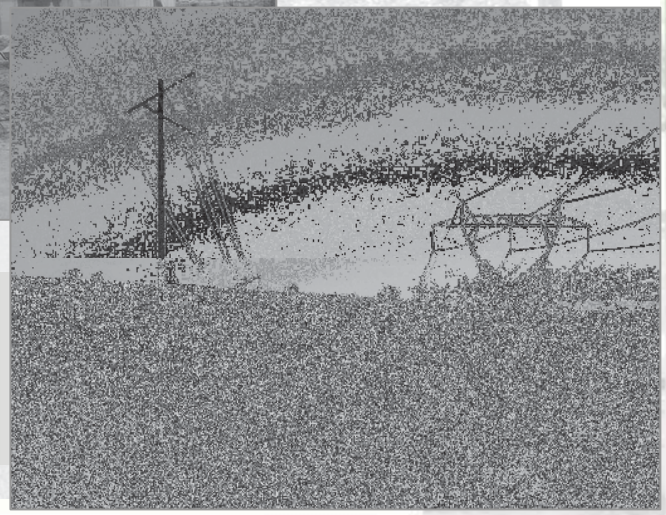
During the 2005/2006 financial year this threshold was **R 1 804.00** and **R 1 914.00** for the 2006/2007 financial year compared to R 800.00 prescribed by National Government.

Swartland Municipality also subsidises property rates to a municipal valuation of equal to or less than R30 000.00 whilst property rates is excluded in the package prescribed by government to be subsidised. Furthermore Swartland Municipality subsidises 10kl of water for indigent households compared to the 6kl water free to every household as prescribed by government. These extra subsidies have been included into the subsidy package of Swartland Municipality to prevent legal action to be taken against the very poor households which may result in people losing their houses due to Sale in Execution, etc.

NATIONAL INDICATOR	
Indigent Policy	
Total number of households earning less than R1 100 per month	3900
Total number of households earning less than R1 100 per month who received free basic water	100%
Total number of households earning less than R1 100 per month who received free basic sanitation	100%
Total number of households earning less than R1 100 per month who received free basic electricity	100%
% of the Equitable Share used for free basic services	69%







CHAPTER 2
PERFOMANCE HIGHLIGHTS

CHAPTER 2: PERFORMANCE HIGHLIGHTS

2.1 Introduction

Local government is responsible for providing a variety of basic services, such as water, sanitation, electricity and refuse removal services. As required by the Local Government: Municipal Systems Act (Act 32 of 2000), the municipality set itself certain service delivery targets for the 2006-2007 financial year. These targets were formulated after thorough internal and external consultation, and based on the available resources. During the course of the year, performance against the set targets were tracked and evaluated. This early warning system allowed the municipality to address risks and mitigate the impact of challenges.

This chapter will look in more detail at the municipality's performance with regard to service delivery during the 2006-2007 financial year. The 2006-2007 Annual Performance Report is attached in Annexure 1. Please note that the Annual Performance Report contains all the indicators and targets of the municipality.

2.2 Performance highlights

Table 2.1 indicates the performance highlights achieved by the municipality during the 2006-2007 financial year. As is clear from the table, the municipality delivered a high level of service based on the indicators and targets set for the year. The municipality was also awarded the **Vuna Award** for Service Excellence, as well as the **Cleanest Town Competition** (2006/07), indicative of the quality services provided.

Table 2.1: Performance highlights during 2006/07

Indicator			Target		Annual		
Indicator Name	Definition	Calculation Method	Target unit	Target Set 2006/07	TOTAL		% of 2006/2007 Target achieved
WATER							**98%**
Continuous Water provision	Months without any water service failures longer than 3 hours	Months without failures = 1	No of months p/y	**12**	11	92%	**92%**
Water Storage extension	Improvement in total Storage capacity	Actual Storage capacity / planned storage capacity	Planned storage capacity for year	**0.5**	0.5	100%	**100%**
Water Provision: New Connections	No of erven with access to on-site water planned (New development)	No of erven actually serviced / no. of planned erven to be serviced	Planned no of new erven serviced	**209**	209	100%	**100%**
SEWERAGE							**98%**
Continuous Sewerage Services	Months without any service failure longer than 3 hours	Months without any service failure longer than 3 hours = 1	Months	**12**	11	92%	**92%**
Healthy Sewerage Treatment Plants	Cleared biochemical tests in Malmesbury, Moorreesburg, Darling sewerage treatment plants	% of bio-tests passed	% sites	**57%**	67%	100%	**100%**
Sewerage Service upgrades	Actual no. of waterborne connections made	No. of erven actually serviced / no of erven planned to be serviced	Planned new erven serviced	**209**	209	100%	**100%**
ROADS							**95%**
Roads: Resealing	Actual /Planned Km's resealing for year (Maintenance)	Actual km's resealed / planned km's resealed	Planned Km's	**5.200**	5.2	100%	**100%**
Roads: Grading	Average % of gravel roads graded 4 times per year	Estimated % of gravel roads graded 4/year	Average % of Roads to be graded 4 times year	**80%**	90%	100%	**100%**
Roads: Construction	Actual / Planned Km's construction for year (New)	Actual new km's road constructed / planned km's new road constructed	Planned M's	**1,995**	1,695	85%	**85%**
STORM WATER							**100%**
Storm water provision: New Developments	no of erven with access to storm water planned (New development)	% of new erven with access to storm water / total new erven within same new development	Planned erven with access	**209**	209	100%	**100%**
CLEANING							**100%**
Households receiving cleaning Services	% of households registered for service which received a service 4 times X month	% of hh which received indicated service during month	% HH on Service	**100%**	100%	100%	**100%**
Sustainable waste management sites	% of waste sites which complied with standards as measured by environmental health officials	% of waste sites which complied with standards	% sites on standard	**70%**	80%	100%	**100%**
Strategic cleaning service planning	Service expansion in line with SDF	Annual Service budget in line with SDF	% aligned	**100%**	100%	100%	**100%**
BUILDING SERVICE							**100%**
Effective Building control	% of building plans approved during the same month	Calculated % of building plans approved	% plans approved	**80%**	90%	100%	**100%**
Effective site inspections	% of requested of inspections undertaken per month	% actual inspections / requested inspections	% planned inspections	**80%**	90%	100%	**100%**
Expenditure: Council buildings	% expenditure on council buildings	Actual expenditure / budgeted Amount	Planned R	**623,420**	849,486	100%	**100%**
BASIC ELECTRICAL SERVICES							**100%**

Indicator			Target		Annual		
Indicator Name	**Definition**	**Calculation Method**	**Target unit**	**Target Set 2006/07**	*TOTAL*		**% of 2006/2007 Target achieved**
New Service connections	%of new erven to be provided with electricity (new municipal developments)	% of new erven provided with electricity / total planned new erven for financial year	% of all erven new serviced	**95%**	100%	100%	**100%**
Availability of distribution capacity for existing consumers	% of time per month during which adequate network capacity was available to supply all consumers	Hours availability of power supply due to adequate municipal network capacity(excluding faults)/Hours per month	% of time that service was available (per month)	**95%**	100%	100%	**100%**
New Developments	% of development applications for which adequate bulk electricity can be provided	Indicate calculated % for which bulk electricity can be provided (new developments).	% of new applications which can be serviced	**95%**	100%	100%	**100%**
HOUSING ADMINISTRATION							**97%**
Utilization of Housing funds	% allocated funds spent	Actual R spent / allocation on 1 Jul of financial year	Targeted R	**9,500,000**	7,887,584	83%	**83%**
Housing Units	Actual housing units built	Actual housing units / planned no of housing units	No of units planned for year	**435**	441	100%	**100%**

The following service innovations were also undertaken.

WATER SERVICES

1. WATER CONSERVATION AND DEMAND MANAGEMENT STRATEGY

A water conservation demand management strategy was compiled. The purpose is to conserve and protect available resources and to ensure the effective utilization of the available water resources.

This includes the implementation of the following initiatives:

- a step tariff to encourage water users to use water effectively;
- consultation with large industrial water users to promote water savings;
- water loss management by means of leak detection;
- active pressure management; and
- flow control.

2. METERING OF ALL MUNICIPAL PARKS AND SPORTS FIELDS

Meters were installed at all municipal parks and sports fields to quantify this water use in order to reduce the unaccounted for water.

3. WATER QUALITY MANAGEMENT

Water sampling and reporting program were implemented in order to promptly identify water quality failures and to react promptly.

4. EXTENSION OF WASTE WATER UTILIZATION

The current process of utilizing waste water for sport facilities and schools has been expanded to include:

- Ilinge Lethu
- Schoonspruit Secondary
- Dieprivier sport field
- Liebenberg Primary

Treated waste Water has also been made available for farmers in the Rooiheuwel area for commercial agricultural activities (also see LED).

5. BOREHOLE AT SWARTLAND PRIMARY SCHOOL

The school could not benefit from the recycled water mentioned in (4) above, so the municipality assisted the school in developing a borehole. The borehole currently fulfills all the irrigation requirements of the school.

CLEANING SERVICES

1. SERVICE EXCELLENCE

The Swartland Municipality has received the following accolades during the last two financial years:

- Second in Western Cape Cleanest Town Awards (out of 24 Municipalities) 05/06
- First in Western Cape Cleanest Town Awards 06/07
- First in South Africa Cleanest Town Awards 06/07

2. EXPANDING ONE-MAN CONTRACTS

One person (supervisor) per town was appointed who in turn had to appoint between 8-10 people to assist with the clean-up of the towns. The supervisor was responsible for managing the cleaners, who were remunerated per refuse bag. Approximately 50 people were employed for the duration of the project.

These one man contracts were increased to the following:

- One Man Contracts to clean open spaces of strewn refuse X 5 in 05/06
- One Man Contracts to clean open spaces of strewn refuse X 7 in 06/07

3. INCREASED COMMUNITY BASED PARTNERSHIPS IN WARD 7 (PRIORITY WARD)

In order to increase community participation in the provision of services, refuse removal and street sweeping in Riverlands, Chatsworth and Kalbaskraal have been outsourced to members of the local community. This approach to service delivery has improved community members access to economic opportunities.

Additional funds area also annually allocated to clean cemeteries, sidewalks and public open areas.

4. HIGHLANDS WASTE LANDFILL SITE

- Kick back finance of 25% for airspace saved to the MRF (material recovery facility) 05/06 as to save recycling due to a 40% cut in recyclables
- Installing of weighbridge for main landfill site and providing statistics of recycling to the DBSA 05/06
- Improved fencing which provide a higher level of security and which is safer for the adjacent communities.
- Fencing of an adjacent section (5 ha). This section will be utilized from 2009 as part of the long term planning for the site.
- The main access road to the site was tarred to improve access for both municipal and private vehicles

ROADS

1. NON-MOTORISED PUBLIC TRANSPORT

Two projects, in Darling (1.6km's) and Riebeek Kasteel (2km's) that focused on non-motorized transport were implemented. Formal routes were constructed along major routes to allow for safe bicycle and pedestrian movement. The purpose of these projects was:

- To ensure pedestrian and road user safety
- The proper utilization of existing infrastructure

2. ROUTE CLASSIFICATION SYSTEM

A route classification system was implemented that classify routes in order of the importance of the route in terms of the formal route network. The purpose is to direct planning and funding purposefully.

3. TRAFFIC CALMING MEASURES

Traffic calming measures were implemented along routes that are impacted by unsafe conditions. These measures include the construction of thunder strips, intersections that are protected by stop signs and speed humps.

4. MALMESBURY TRAFFIC PLANNING

Malmesbury is currently experiencing high levels of growth. According to current projections based on planned developments, the town may double within the coming 20-30 years. Given this enormous growth, the municipality has deemed it fit to initiate an extensive planning process for a high level road network for Malmesbury which can meet the demands of the envisaged growth.

ELECTRICITY

1. DEMAND SIDE MANAGEMENT PROJECT

Swartland Municipality has investigated and launched an electricity demand side management project in response to the national shortage in generating capacity. Swartland Municipality has appointed a specialist service provider and entered into a contract with ESKOM, in terms of which SM will oversee and operate the demand side management system in order to reduce electricity demand during peak periods.

The demand side management system controls electrical geysers at private residences and a comprehensive public awareness and communications campaign was conducted to facilitate installation of the load control relays. With the system SM will contribute towards efforts to reduce the national maximum demand and will also benefit from reduced electricity costs inasmuch load will be shifted from peak to standard or off-peak rates.

2. CONVERSION TO TIME OF USE (TOU) ELECTRICITY TARIFF STRUCTURE

Swartland Municipality has conducted investigations to determine the feasibility to convert to a time of use electricity tariff structure for the purchase of bulk electricity for Malmesbury and Moorreesburg. The investigations confirmed significant financial benefits and it was subsequently resolved to convert both bulk supply points to TOU electricity tariff structures. This has also enabled SM to design and implement a time of use electricity tariff structure for industrial consumers, to make it possible for such consumers to reduce their electricity purchase cost if load can be shifted from peak demand periods.

3. ELECTRIFICATION PROJECTS IN ESKOM SUPPLY AREAS

Swartland Municipality has undertaken the electrification and street lighting of two low cost housing developments located within areas where Eskom is the electricity supply authority. This special project was done to enable the provision of electricity to beneficiaries upon occupancy or shortly thereafter. SM allocated bridging finance for the projects, negotiated agreements with Eskom, performed and facilitated the planning, design, construction and commissioning of the electrical infrastructure, to the benefit of the community.

4. UPGRADING AND REFURBISHMENT OF OBSOLETE ELECTRICAL INFRASTRUCTURE

Swartland Municipality has substantially increased its annual budget towards upgrading, refurbishment and maintenance of obsolete and ageing electrical infrastructure to enhance reliability of supply and to cater for increased load growth. SM now complies with the guideline set by the National Energy Regulator of South Africa, to the extent that ***at least 5% of electricity*** revenue must be earmarked towards upgrading, refurbishment and maintenance.

100% MIG UTILIZATION

The MIG allocation for 2006/2007 was R3 556 000. The full amount was successfully spent during the financial year. A PMU was successfully implemented that resulted in project and financial reporting to the provincial and national requirements.

The following projects were completed

2006/2007 PROJECT	AMOUNT
Yzerfontein Fish Market (SMIF)	R 1 000 000.00
Riebeek Wes Reservoir	R 940 000.00
Darling Sewerage Works	R 1 515 107.00
PMU	R 100 540.00
TOTAL	**R 3 555 647.00**

2.3 Level and Standard of Services

Like any organization, the municipality must define the minimum service levels for all its services. The minimum service level also define the service backlogs, as all households with services lower than the minimum service can be considered as households with backlogs. Within the Swartland Municipal Area, the majority of backlogs are in ward 7, which includes towns like Chatsworth, Riverlands and Kalbaskraal.

The National Government has also indicated certain service targets based on set minimum standards. These targets are closely link to the United Nations' Millennium Goals and include the eradication of the bucket system (Sanitation) by 2007, and universal access to refuse removal by 2010. Most of the national service delivery targets has been addressed, although ward 7 and the rural (that is non-urban) areas still presents some challenges. The delivery of services in the rural areas also presents the municipality with unique problems, such as a lack of sufficient and correct information, the issue of ownership and affordability.

Table 2.2 gives a detailed description of the minimum service levels of the respective services provided by the municipality, as well as the current status quo of those services. These service levels also reflect the national key performance indicators.

Table 2.2: Level and Standard of Service

Minimum Service level	Status
WATER	
Minimum Service level	**Status**
Household access= Water within 200 meters	Households still dependant on communal water supply services: • Chatsworth = 108 • Riverlands = 45 The estimated number of households without basic services is: • Riverlands = 50 • Farms = 340 (WSDP, pp 9)
SANITATION	
Minimum service Level	**Status**
Household access = RDP standard	100% of formal urban households receive service higher than RDP standards, except in Ward 7 and the rural areas where insufficient information exists to accurately estimate minimum service coverage
Waste Treatment Plants Cleared biochemical testing	50% of all sites have cleared bio-chemical testing
REFUSE REMOVAL	
Minimum service Level	**Status**
Refuse Removal 3/week food related sites 1/week household and business	100% urban coverage
Street cleaning 1/week all CBD's 1/ month residential	100% urban coverage
ELECTRICITY	
Minimum service Level	**Status**
Household Access to Electricity 20/230V (Excluding ESKOM service areas)	100% coverage 100% continuous supply
Street Lighting SABS specification	Average coverage of one streetlight/ 35 meters of urban streets
ROADS	
Minimum service Level	**Status**
All urban households have access to gravel road	100% of all erven have access to minimum service
FREE BASIC SERVICES	
Minimum service Level	**Status**
Indigent households are subsidized as follows: • *10 kl water* • *50kWh electricity* • *Free refuse removal* • *Sewerage* • *property rates to a valuation of R30 000.00*	All registered indigent households receive free services

NATIONAL WATER SERVICE REGULATION STRATEGY (NWSRS)

In terms of the National Water Service Regulation Strategy (DWAF, 2006, p 58), the municipality also has to report on the following indicators related to water and sanitation services.

	Focus Area	Ref no	Indicator	Definition	2006-2007 Performance
1	**Access to a basic water supply service**	1.1	Percentage access to water supply	Proportion of people with access to at least a basic level of water supply as defined in the Strategic Framework	100%
		1.2	Absolute backlog (water supply)	Number of people without access to at least a basic water supply (as per the definition in the Strategic Framework). This includes both those served but to below basic level and those with no formal service.	0
		1.3	Rate of reduction in backlog (water supply)	The percentage reduction in the number of people without access to at least a basic water supply (as per the definition in the Strategic Framework).	0
		1.4	Households with access to a free basic water supply service	The number of households with access to a free basic water supply service as defined in the Strategic Framework.	100%
2	**Access to a basic sanitation service**	2.1	Percentage access to a basic sanitation service	The proportion of households with access to at least a basic level of sanitation service.	100%
		2.2	Absolute backlog (sanitation)	Number of households without access to at least a basic sanitation services (as per the definition in the Strategic Framework). This includes both those served but to below basic level, those with a bucket disposal service and those with no service.	0%
		2.3	Rate of reduction in backlog (sanitation).	The percentage reduction in the number of households without access to at least a basic level of sanitation (as per the definition in the Strategic Framework).	0%
		2.4	Households with access to a free basic sanitation service	The number of households with access to a free basic sanitation service as defined in the Strategic Framework.	100%
3	**Drinking water quality**	3.1	Programme for water quality monitoring is in place	The water services authority has instituted a programme of drinking water quality sampling in accordance with the DWQF and SANS 0241:2005 requirements. The following elements must be satisfied: (1) testing requirements and standards are clearly defined for each source and supply area; (2) sampling is taking place as required; (3) tests are done through an accredited laboratory (accredited for the test regime); (4) results are recorded and stored; and (5) results are reported.	

	Focus Area	Ref no	Indicator	Definition	2006-2007 Performance
		3.2	Water quality indicators	The percentage of samples (per annum) taken in monitoring drinking water quality that meet or exceed the allowable quality parameters. A failure for one parameter represents a failure of the sample. (1) % sample failure (E-coli) (2) % sample failure (turbidity)	1-0% & 2-0%
4	**Impact on the environment**	4.1	% of treatment wastewater treatment works which are operating in terms of a current license	Number of wastewater treatment works operating in terms of a valid and current license divided by the total number of wastewater treatment works in the area.	100%
		4.2	Effluent quality monitoring system is in place.	The water services authority is implementing an effluent discharge quality monitoring programme in accordance with nationally defined minimum standards. This has the following elements: (1) effluent discharge standards are clearly specified for each discharge point; (2) samples are taken as per the relevant standard; (3) samples are tested in an accredited laboratory, (accredited for the test regime); (4) sample results are recorded and stored; and (5) results are reported.	
		4.3	% of samples passing the minimum standard	The percentage of samples taken in monitoring effluent quality that meet or exceed the minimum requirements (flow-weighted by discharge point). That is: (Sum(samples passing/samples taken) x flow)/Total flow. (By parameter & averaged); for the key parameters only.	60%
		4.4	% of treatment works meeting the license conditions.	A treatment works is considered to meet the license conditions if it meets the required standards 97% of the time.	87.50%
	Note: Wastewater treatment effluent quality is monitored and reported on by water services authorities. Compliance with discharge licenses is monitored by DWAF.				
5	**Strategic asset management**	5.1	Asset management plan in place	An asset management plan for water and sanitation infrastructure and operations in place and approved by Council. (Note: The minimum requirements of what constitutes an asset management plan will be defined).	no
		5.2	Audited water services asset register	Water services asset register to the required standards in place and receiving an unqualified audit report.	no
6	**Water use efficiency**	6.1	Meter coverage	The percentage metered end-use (retail, individual) connections in relation to the total number of end-use (retail, individual) connections.	100
		6.2	Unaccounted-for water	(volume supplied into network less volume accounted for) / volume supplied into network. (Note: This is a simplified definition of unaccounted-for water. The International Water Association methodology of measuring water losses, non-revenue water and unaccounted-for water will be promoted and the definition will be refined over time as capacity to measure improved in the sector).	10%
7	**Basic sanitation provision**	7.1	Monitoring the impacts of on-site sanitation systems	The water services authority has a programme in place to monitor and assess the environmental conditions and impacts of on-site dry sanitation and non reticulated systems.	no

	Focus Area	Ref no	Indicator	Definition	2006-2007 Performance
8	**Customer service standards**	8.1	Continuity of water supply-number of interruptions of greater than 6 hours, 24 hours and 48 hours per incident	The number of interruptions of greater than 6 hours, 24 hours and 48 hours per incident per recorded per year.	0
		8.2 (see note below)	Continuity of water supply-number of households experiencing an interruption of greater than 48 hours.	Number of households that have experienced interruptions of greater than 48 hours or more for a single incident.	0
	Note: The indicator for continuity of supply, the number of households experiencing interruptions to water services, has been identified as a critical aspirant indicator to be implemented at a later stage.				
9	**Financial performance**	9.1	Water services finances ring fenced and audited	Water services finances ring-fenced, a separate audit of the ring-fenced water services finances undertaken and the receipt of an unqualified audit report thereon. (Note: see definition of ring-fencing provided in main text of Strategy).	
		9.2	Collection efficiency	The comparison of the amount of revenue collected from water sales to amount billed to consumers for water sales.	
		9.3	Average debtor days (water)	The total outstanding debt for water less provisions for bad debt, divided by annual revenue from the sale of water, expressed in days. (Net debt/revenue x 365)	
		9.4	Financial self reliance	Ratio of income (accrued revenue) from the sale of water to consumers to total annual (operating) expenses for water (including interest charges and depreciation).	
		9.5	Average domestic tariff	A measure of average water services user charges, including fixed charges for a normal (non-indigent) domestic consumer at 10kl per month and 30 kl per month.	
10	**Institutional performance**	10.1	Number of employees per 1000 connections	Number of employees employed by the water services authority in the execution of the water and sanitation services business per 1000 water services connections (includes temporary and contracted staff)	235
		10.2	Water services authority annual report submitted to Minister	Water services authority annual report as required by the Water Services Act (see Regulation 10 in Annexure 1) submitted to the Minister of Water and Forestry	yes

2.4 Backlogs in Service Delivery

As indicated in the previous section, service backlogs must be addressed as matter of urgency. The following targets for the eradication of backlogs exist:

- All communities have access to decent sanitation by 2010
- Easy access to basic sanitation for all households
- Eradication of bucket toilets by 2007
- All communities have access to water by 2008
- Easy access to clean running water for all households
- Eradication of diseases such as cholera and other borne waterborne diseases
- All communities have access to electricity by 2012
- All communities have access to decent refuse removal by 2010

Table 2.3 gives a detailed description of the municipality's response regarding the provision of services and the eradication of backlogs. The municipality is still in the process of determining the service backlogs in rural services.

Table 2.3: Service levels and backlogs

SERVICE TYPE			Budget	Actual
Water	**Standpipe within 200m**			
Backlog to be eliminated	HH not receiving Minimum standard of service	0%		
Backlog to be eliminated (%)	HH not receiving minimum standard of service / Total no HH in area	0%		
Number of hh receiving minimum service during year	No of connections / units	100%		
R Spending on new infrastructure to eliminate backlogs	***Total Capital Budget for Water***		R 5,631,051	R 5,631,051
R Spending on renewal of infrastructure to eliminate backlogs				
Total spending to eliminate backlogs			**R 5,631,051**	**R 5,631,051**
Spending on Maintenance to ensure no new backlogs are created	***Operating Budget***		R 15,676,188	R 15,676,188

SERVICE TYPE			Budget	Actual
Service innovation				
Name				
Re-use of waste water				
Description				
Two projects were implemented to utilize treated waste water from the Darling and Malmesbury WWTW for the irrigation of sport fields in order to create savings on potable water usage.				
Sanitation	**Waterborne Sanitation**			
Backlogs to be eliminated	HH not receiving Minimum standard of service	249 (urban)		
Backlog to be eliminated (%)	HH not receiving minimum standard of service / Total no HH in area	1.70%		
Number of hh receiving minimum service during year	No of connections / units	99%		
R Spending on new infrastructure to eliminate backlogs	***Total Capital Budget for Sanitation***		R 12,725,752	R 12,725,752
R Spending on renewal of infrastructure to eliminate backlogs				
Total spending to eliminate backlogs				
Spending on Maintenance to ensure no new backlogs are created	***Operating Budget***		R 8,036,880	R 8,036,880
Service innovation				
Name				
Malmesbury WWTW (Waste Water Treatment Works) upgrade				
Description				
New technology such as MBR was investigated for the Malmesbury WWTW upgrade				
Roads	**Graveled Road**			
Backlogs to be eliminated	HH not receiving Minimum standard of service	45		
Backlog to be eliminated (%)	HH not receiving minimum standard of service / Total no HH in area	0.50%		
Number of hh receiving minimum service during year	No of connections / units	99.50%		
R Spending on new infrastructure to eliminate backlogs	***Total Capital Budget for Roads***		R 7,071,426	R 7,071,426
R Spending on renewal of infrastructure to eliminate backlogs				
Total spending to eliminate backlogs				

SERVICE TYPE			Budget	Actual
Spending on Maintenance to ensure no new backlogs are created	***Operating Budget***		R 7,870,248.00	R 7,870,248.00
Service innovation				
Name				
Pavement Management System				
Description				
A pavement management system was implemented in order to direct capital funding and to ensure proper maintenance of the gravel and paved roads network.				
Electricity	**50kWh**			
Backlogs to be eliminated	HH not receiving Minimum standard of service	ALL PROCLAIMED ERVEN PROVIDED WITH MINIMUM STANDARD OF SERVICE		
Backlog to be eliminated (%)	HH not receiving minimum standard of service / Total no HH in area	NA		
Number of hh receiving minimum service during year	No of connections / units			13,666
R Spending on new infrastructure to eliminate backlogs		NA		
R Spending on renewal of infrastructure to eliminate backlogs		NA		
Total spending to eliminate backlogs				
Spending on Maintenance to ensure no new backlogs are created			477,507	
Service innovation				
Name				
Describe				
Housing				
Backlogs to be eliminated	HH not receiving Minimum standard of service	7200	0	0
Backlog to be eliminated (%)	HH not receiving minimum standard of service / Total no HH in area	8%	0	0
Number of hh receiving minimum service during year	No of connections / units	435		
R Spending on new infrastructure to eliminate backlogs		0		
R Spending on renewal of infrastructure to eliminate backlogs		0		

SERVICE TYPE			Budget	Actual
Total spending to eliminate backlogs		0		
Spending on Maintenance to ensure no new backlogs are created		0		
Service innovation				
Name				
Projects planned for subsequent years				
Describe				
Riebeeck Kasteel (352); Kalbaskraal (83); Klippiesdal (17)				

2.5 Approval of subdivisions, rezonings and building plans

The following tables indicate the approval of subdivisions and rezoning, as well as the approval of building plans during 2006/07 financial year. As is clear from Table 2.4 there has been significant growth in the land use activities, suggesting an overall positive growth in the economy. One of the core development strategies of the municipality is to promote residential growth by offering a quality residential alternative to Cape Town and other satellite towns. During the 2007/07 year a process was initiated to coordinate all the development initiatives in and around Malmesbury, which is experiencing the highest development pressure (see section below).

A total of 981 building plans have been approved. The total amount of *R 392 638 100 (this is a 30% increase from 2005-2006 (R 299, 932, 350))* is very encouraging, as it indicates massive investment in the local economy. The actual number of building plans has remained the same from the 2005-06 period (982).

Table 2.4: Subdivisions and Rezoning 2001-2006

Subdivisions and rezoning				
2000	29	11	70	
2001	61	15	76	8.57%
2002	59	19	78	2.63%
2003	61	13	74	-5.13%
2004	71	22	93	25.68%
2005	100	17	117	25.81%
2006	130	44	174	48.72%
2007	131	32	163	-6.32%

Table 2.5: Building Plans, 2006/07

Approval of building plans							
Category	**Applications outstanding 1 July 2006**	**Number of new applications received 2005/06**	**Number of new applications received 2006/07**	***Total value of applications received Rand (05/06)***	**Total value of applications received Rand (06/07)**	**Applications outstanding 30 June 2007**	**% approved in time**
Building Plans approved	0	982	*981*	*R299,932,350*	*R 392 638 100*	*0*	*100%*
Residential new	0	350	*313*	*R158,234,065*	*R 261 815 5500*	*0*	*100%*
Residential additions	0	598	*398*	*R114,250,747*	*R 92 609 450*	*0*	*100%*
Commercial	0	12	*2*	*R18,402,163*	*R 2 156 900*	*0*	*100%*
Industrial	0	14	*21*	*R8,441,540*	*R 13 478 150*	*0*	*100%*
Rural sheds	0	8	*2*	*R603,835*	*R 886 000*	*0*	*100%*
Other			*245*		*R 21 692 050*		

URBAN EDGES

The Swartland Municipality is currently busy with the alignment/amendment of the Spatial Development Framework with the Provincial Spatial Development Framework as well as the guideline document regarding urban edges.

Extensive growth modeling has been undertaken to compile the most realistic model of the envisaged growth in the region. Central to the delineation of the urban edges in the region is the densification targets proposed by the Western Cape Spatial Development Framework.

DEVELOPMENT GUIDELINES

Malmesbury is presently experiencing significant development pressure. In order to guide the future development of Malmesbury in a sustainable manner, the municipality has embarked on an extensive process to coordinate and integrate all future development in and around Malmesbury. This process, which has the buy in of the private and public sector, aims to put forward a set of development guidelines which will be used by developers when considering housing or other developments.

The guidelines will focus on, *inter alia*, the following:

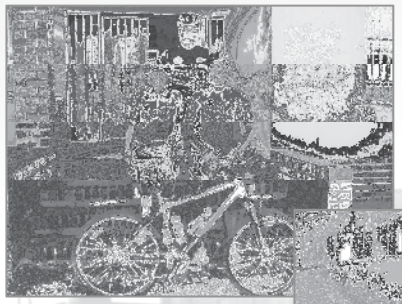
- Capital contributions to bulk infrastructure expansion
- Arrangement regarding the development of social infrastructure, such as clinics, schools
- Funding mechanisms for high level road networks which will be required

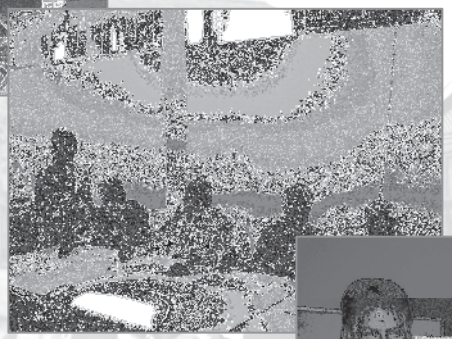
REGIONAL INTEGRATION

The municipality has been actively involved in the Regional Development Strategy drafting process. The municipality has done extensive work on the development of regional infrastructure, which may benefit the greater Cape Town region.

2.6 Free Basic Services

As mentioned in the section dealing with the equitable share allocation, the Swartland Municipality has an indigent policy in terms of which free basic services are rendered to households of which the total gross income of all members of the household normally residing on the premises, inclusive of the income of any other person who lives with the household on the premises, is equal to or less than twice the age grant paid by the State to qualifying beneficiaries as from time to time determined by the Minister of Welfare, plus 10%.





CHAPTER 3
HUMAN RESOURCE AND ORGANISATIONAL MANAGEMENT

CHAPTER 3: HUMAN RESOURCE AND ORGANISATIONAL MANAGEMENT

3.1 Introduction

Swartland Municipality aims to ensure service delivery of the best possible quality for all the inhabitants of the Municipality. To achieve this, a prime goal of the Municipality's Human Resource Strategy is:

To create a flexible organization that enables optimal performance by developing and retaining a properly skilled representative workforce

Swartland Municipality considers its human resources as one of its most critical assets. This chapter will focus on some of the key issues relating to human resources and other organizational management issues. Issues which will be addressed includes the staffing rate of the municipality, personnel cost, the status quo of retirement funds and medical aid schemes, human resource policies and practices, as well as the remuneration of senior officials and councilors.

3.2 Staffing

The design of Swartland Municipality's organisational structure is the product of an inclusive process based on the principle of "structure follows strategy." The structure reflects and gives optimal effect to the vision, mission and strategic priorities of the Municipality. The design is appropriate to deliver on the Constitutional mandate and statutory functions of the Municipality by devolution of authority, clear lines of responsibility, directed at the client and enabling participation by its major stakeholders. Further to this, the structure promotes performance

management, flexibility, human resources development and is financially viable.

The Municipality consists of 6 directorates, namely Protection Services, Corporate Services, Financial Services, Civil Engineering Services, Community Services and Electrical Engineering Services (refer to Figure 3.1 below). The staff per function and the number of vacancies is indicated in Table 3.1 below.

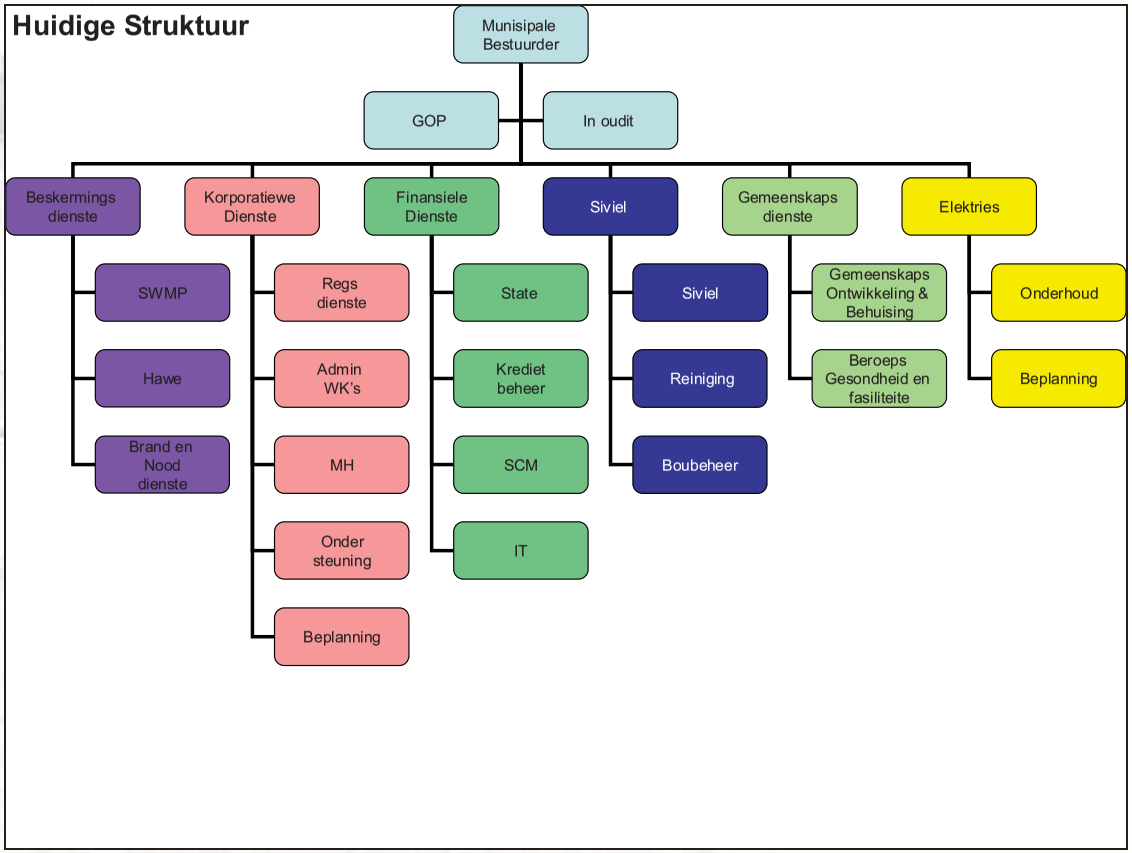


Figure 3.1: Macro Structure June 2007

Table 3.1: Current municipal staff

	Water		Sanitation		Solid Waste		Roads		Parks & Facilities		Electricity		Protection Services	
Number of staff per function		%		%		%		%		%		%		%
Total	41	100%	36	100%	65	100%	85	100%	40	100%	38	100%	67	100%
Positions filled	**40**	**98%**	**31**	**96%**	**65**	**100%**	**84**	**99%**	**40**	**100%**	**36**	**95%**	**63**	**94%**
Vacancies	1	2%	5	4%	0	0%	1	1%	0	0%	2	5%	4	6%
Skill Level														
Management	1	3%	0	0%	0	0%	0	0%	0	0%	1	3%	1	2%
Professionals	1	3%	0	0%	3	8%	2	4%	1	3%	4	11%	3	5%
Artisans	6	15%	2	6%	0	0%	8	9%	2	5%	7	19%	0	0%
Clerical	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	57	90%
Unskilled	31	76%	29	94%	62	92%	74	87%	37	92%	24	67%	2	3%

	Community Services		Housing		Corporate Services		Human resources		Financial Services		Office of the Municipal Manager	
Number of staff per function		%		%		%		%		%		%
Total	58	100%	2	100%	55	100%	3	100%	66	100%	3	100%
Positions filled	**47**	**81%**	**2**	**100%**	**48**	**87%**	**3**	**100%**	**64**	**97%**	**3**	**100%**
Vacancies	11	19%	0	0%	7	13%	0	0%	2	3%	0	0%
Skill Level												
Management	1	2%	0	0%	0	0%	0	0%	1	2%	1	33%
Professionals	21	45%	1	50%	11	23%	2	67%	6	9%	1	33%
Artisans	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Clerical	20	43%	1	50%	22	46%	1	33%	57	89%	1	33%
Unskilled	5	10%	0	0%	15	31%	0	0%	0	0%	0	0%

In terms of the occupational categories profile, Swartland has overall achieved a representative workforce. The Municipality recognizes the challenge of employment equity at senior management level.

Table 3.2: Occupational category Profiles

OCCUPATIONAL CATEGORIES PROFILE																	
CATEGORY	AFRICAN				COLOURED				ASIAN				WHITE				GRAND
	M	F	D		M	F	D		M	F	D		M	F	D		TOTAL
			M	F			M	F			M	F			M	F	
Legislators, senior officials and managers					1								5				6
Professionals					2	3							13	5			23
Technicians and associate professionals					9	16							5	5			35
Clerks	3				22	42							2	25			94
Service and sales workers	7	2			33	23							6	1			72
Skilled agricultural and fishery workers														1			1
Craft and related trades workers					22								10				32
Plant and machine operators and assemblers	4				36								1				41
Elementary occupations	42	4			166	22											234
TOTAL	56	6	0	0	291	106	0	0	0	0	0	0	42	37	0	0	
GRAND TOTAL																	**538**
PERCENTAGE (%)	**10.4**	**1.1**	**0**	**0**	**54.1**	**19.7**	**0**	**0**	**0**	**0**	**0**	**0**	**7.8**	**6.9**	**0**	**0**	

OCCUPATIONAL LEVELS PROFILE																	
OCCUPATIONAL LEVEL	AFRICAN				COLOURED				ASIAN				WHITE				GRAND
	M	F	D		M	F	D		M	F	D		M	F	D		TOTAL
			M	F			M	F			M	F			M	F	
Top management													1				1
Senior management					1								4				5
Professionally qualified and experienced specialists and mid-management					1	3							13	5			22
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1				29	19							20	9			78
Semi-skilled and discretionary decision making	11	1			89	59							4	23			187
Unskilled and defined decision making	44	5			171	25											245
TOTAL	56	6	0	0	291	106	0	0	0	0	0	0	42	37	0	0	
GRAND TOTAL																	**538**
PERCENTAGE (%)	**10.4**	**1.1**	**0**	**0**	**54.1**	**19.7**	**0**	**0**	**0**	**0**	**0**	**0**	**7.8**	**6.9**	**0**	**0**	
ABBREVIATIONS M=MALE F=FEMALE D=DISABLED																	

3.3 Personnel Cost

The following tables and charts indicate the actual expenditure on personnel from 2003 until 2007. As is clear from Table 3.2, the actual expenditure of most functions was reasonably in line with the budgeted amounts.

Table 3.3: Total personnel expenditure compared to total personnel budget

Total personnel expenditure compared to total personnel budget	Actual 2003/04	Budget (03/04)	Actual 2004/05	Budget (04/05)	Actual 2005/06	Budget (05/06)	***Actual 2006/07***	***Budget (06/07)***
Water	4,650,214	4,560,381	5,363,215	5,009,453	5,623,039	5,626,920	*6,305,291.47*	*6,393,015.00*
Sanitation	1,911,524	1,886,598	2,219,275	2,054,054	2,260,773	2,674,340	*4,433,958.03*	*4,419,599.00*
Solid Waste	3,161,163	3,161,332	3,590,125	3,496,897	3,704,610	3,750,377	*2,966,902.02*	*3,085,844.00*
Roads	3,917,698	4,345,976	4,316,407	4,757,657	4,581,874	4,951,566	*5,394,414.98*	*5,607,625.00*
Parks & Facilities	1,981,177	2,148,537	2,426,040	2,246,356	2,497,010	2,584,168	*3,075,389.38*	*3,003,929.00*
Electricity	4,204,346	4,087,295	4,356,375	4,304,847	4,516,710	4,612,849	*4,920,481.33*	*5,025,672.00*
Protection Services	5,466,120	6,281,969	6,067,485	6,933,346	7,101,249	7,810,793	*8,647,116.06*	*8,981,898.00*
Community Services	5,458,377	5,704,720	6,052,472	6,814,894	5,822,033	6,813,390	*6,767,854.61*	*6,872,079.00*
Housing	293,899	290,240	324,768	317,917	473,989	382,838	*509,283.47*	*558,642.00*
Corporate Services	4,757,877	4,773,138	5,269,196	5,474,212	5,618,752	5,819,303	*6,337,363.12*	*7,266,047.00*
Council	2,046,559	1,912,064	2,250,427	2,119,868	2,281,894	2,153,529	*4,134,066.80*	*4,306,559.00*
Financial Services	5,478,031	6,243,301	6,521,074	7,311,112	6,909,478	8,190,337	*10,020,620.06*	*10,334,524.00*
Office of the Municipal Manager	888,401	875,273	996,148	964,920	472,987	775,021	*1,464,216.20*	*1,157,808.00*
TOTAL Personnel budget	44,215,386	46,270,824	49,753,007	51,805,533	51,864,398	56,145,431	***64,976,957.53***	***67,013,241.00***

Table 3.4: Actual % of personnel budget spend per function

Total personnel expenditure compared to total budget	**Actual R / Budgeted R 2003/04**	**Actual R / Budgeted R 2004/05**	**Actual R / Budgeted R 2005/06**	**Actual R / Budgeted R 2006/07**
Water	102%	107%	100%	98.63%
Sanitation	101%	108%	85%	100.32%
Solid Waste	100%	103%	99%	96.15%
Roads	90%	91%	93%	96.20%
Parks & Facilities	92%	108%	97%	102.38%
Electricity	103%	101%	98%	97.91%
Protection Services	87%	88%	91%	96.27%
Community Services	96%	89%	85%	98.48%
Housing	101%	102%	124%	91.16%
Corporate Services	100%	96%	97%	87.22%
Council	107%	106%	106%	95.99%
Financial Services	88%	89%	84%	96.96%
Office of the Municipal Manager	101%	103%	61%	126.46%
TOTAL Personnel budget	96%	96%	92%	96.96%

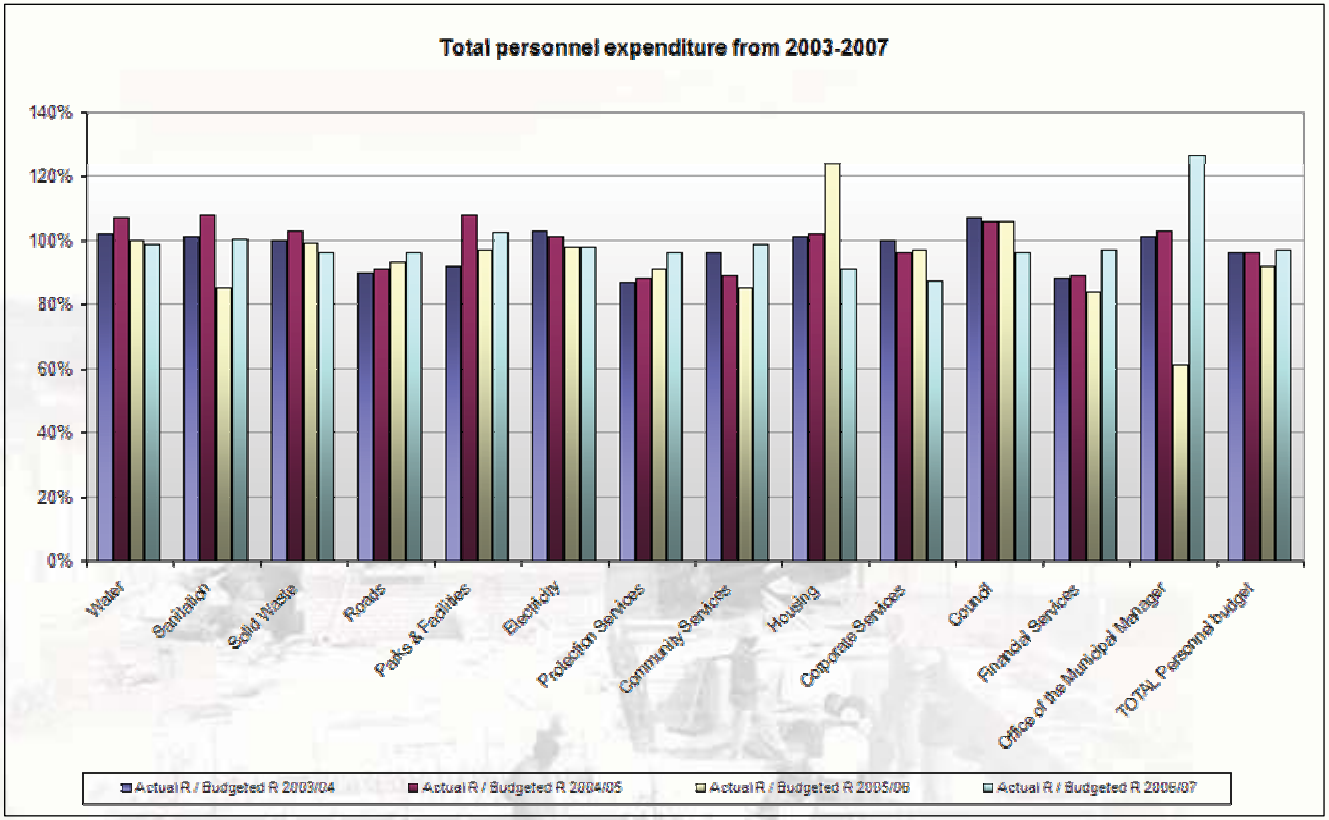


Figure 3.2: % of total personnel budget allocated to different functions

3.4 Status of Pension Funds and Medial Aid Funds

The following table indicates the current status quo with regard to the respective pension funds of the municipality. No risks and/or liabilities were identified with regard to the respective pension funds.

Table 3.5: Pension Funds

Pension funds (2006/07)
Name: Cape Joint Retirement Fund
Risk(s) / liabilities: None
Name: Cape Joint Pension Fund
Risk(s) / liabilities: None
Name: SAMWU National Provident Fund
Risk(s) / liabilities: None
Name: National Fund for Municipal Workers
Risk(s) / liabilities: None

Table 3.4 indicates the current status quo pertaining to the recognized medical aid funds. No risks and/or liabilities were identified with regard to the respective medial aid funds.

Table 3.6: Medical Aid funds

Medical Aid Funds (2006/07)
Name: Bonitas
Risk(s) / liabilities: None
Name: LA Health
Risk(s) / liabilities: None
Name: Munimed
Risk(s) / liabilities: None
Name: SAMWUMED
Risk(s) / liabilities: None
Name: Global Health
Risk(s) / liabilities: None

3.5 Policies and Practices

The following section will deal with the human resource policies and practices of the municipality.

Workplace Skills Plan

Swartland Municipality recognizes the obligations placed on it by the Skills Development Act to train and develop employees. In order to empower its employees and enhance its human capital, the Municipality provides various learning and development opportunities for employees and councillors.

The Workplace Skills Plan of the Municipality has been submitted to the Local Government SETA and six monthly implementation reports submitted.

In terms of the Local Government: Municipal Systems Act, the municipality also has to report on certain national performance indicators. Some of these indicators are directly associated with the work skills plan of the municipality. This indicator is indicated in the table below.

NATIONAL KEY PERFORMANCE INDICATOR	
Total Budget	R 178,966,851
Budgeted amount (WSP)	R571 896
Actual expenditure (WSP)	R360 131
Actual expenditure (WSP) %	63%
% of municipal budget actually spent on implementing the work skills plan	0.2%

To improve effectiveness and efficiency, training and skills development programmes are informed by the Integrated Development Plan and the National Skills Development Strategy and include the following interventions:

- Job-related training
- Learnerships
- Skills Programmes
- Life Skills
- ABET
- Management Development
- Workshops.

The high quality of services, widely recognized by other spheres of government, councillors and the public alike could not otherwise be attained.

Swartland Municipality also provides employees with bursaries to further their studies at accredited institutions, and affords students opportunities of exposure to practical experience.

The following policies and programmes aiming at improving transformation in the organization were implemented during 2006/07:

Alcohol and Drug Policy and Procedure

This policy is aimed at the management of alcohol and drug abuse in the workplace as well as the assistance for employees who need treatment for alcohol and/or drug abuse. Swartland Municipality is committed to maintaining the highest possible standard in occupational health and safety and regards alcohol and drug abuse as disruptive and detrimental to a safe and productive work environment.

The Council acknowledges the value of preventative education and information regarding aspects of substance abuse and to supply all employees with such education and information. The policy was adopted by Council on 13 June 2007 for implementation with effect from 1 July 2007.

Employment Equity Plan

The first official Employment Equity Plan for Swartland Municipality was adopted for the period 1 December 2005 to 30 November 2008.

Employment Equity is addressed by means of succession planning career pathing and recognition of prior learning. This initiative was launched during 2006/2007 in order to identify inherent competencies and to develop current employees' skills as well as adhering to employment equity targets.

During 2005/06 R135 560.00 and during 2006/07 R203 036.00 was spent on study bursaries for existing staff. A study bursary scheme is in place where existing staff can enhance their qualifications.

Career Pathing

During 2006/07 an initiative was launched where every staff member was to be assessed according to inherent competencies in order to establish a career path for every member. The initial testing was done on all technical (civil engineering and electrical engineering) staff to determine their levels of competency.

Level testing was done on 273 staff members of whom 102 showed technical aptitudes for which further testing will be done in order to determine a career path. As part of this process Recognition of Prior Learning is also to be addressed.

Abet: Adult Basic Education and Training

During 2006/07 the Adult Basic Education and Training (ABET) programme started at Swartland Municipality. Currently 39 employees are receiving training of which 29 learners have already completed the following:

- Communication Level 1 Basic (18 learners);
- Communication Level 1 (5 learners);
- Communication Level 2 (4 learners); and
- Communication Level 3 (2 learners).

A total of R91 073.91 was spent on ABET during the 2006/07 financial year. ABET is however an ongoing process.

3.6 Performance Management

Swartland Municipality has a fairly advanced performance measurement system. The complete annual performance report is indicated in Annexure 1. The following highlights are worth mentioning:

LEGAL COMPLIANCE

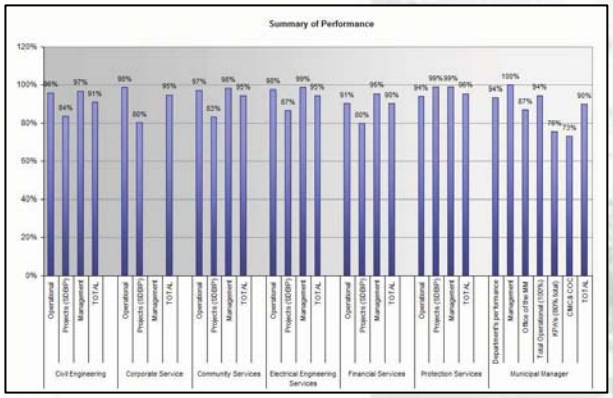
Legal compliance is one of the main priorities of the Swartland Municipality. The auditor general's management letter (December 2006) has indicated an **88%** compliance rate (8/9 items adhered to). The item which was not adhered to during the 2005/06 financial year (monitoring by the internal auditor and performance audit committee) has since been addressed.

2006 PERFORMANCE REGULATIONS

During August 2006, new performance regulations were promulgated. These regulations were aimed at improving the quality of performance contracts of senior managers. The municipal manager, whose contract was only finalized after the inception of the legislation, was subjected to the provisions of the new regulations in terms of his contract. All directors were, however, made subject to the provisions of the new regulations in terms of performance assessment processes and protocols.

3. ZERO BONUSES

Despite the legal provisions which enable municipality's to make performance bonuses available to the Municipal Manager and Section 57 Managers, the Swartland Municipality has decided to allow zero-based performance bonuses. Although performance is measured and monitored in a legally compliant manner, no performance bonus is paid out to the respective directors.



3.7 Financial disclosures

The following section will give a detailed description of the remuneration of councilors and senior officials during 2006/07.

Table 3.7: Disclosures of Councilors

Disclosures concerning Councilors	Mayor	Speaker	Executive Councillors			
	A.W. Bredell	A. Johnson	T. van Essen	M.S.I. Goliath	C. McKrieling	J.L. Griebenauw
Description						
Salaries and wages	272,917	220,337	202,041	202,041	216,216	202,041
Normal						
Overtime						
Contributions						
Pensions	40,937	32,431	30,307	30,307	32,431	30,307
Medical Aid	12,168	12,168	12,168	12,168	12,168	12,168
Other						
Allowance						
Travel and Motor Car	108,671	86,938	81,503	81,503	86,938	81,503
Accommodation						
Subsistence						
Housing Benefits and Allowances						
Loans and Advances						
other benefits and allowances	13,527	12,334	14,004	13,404	14,630	13,404
Arrears owed to municipality						
	448,220	364,208	340,023	339,423	362,383	339,423